



Chapter 11

HEALTH

HIGHLIGHTS

- Focus on improving efficiency of targeted departmental operations and identifying relationships with other departments that lead to greater operational effectiveness and programmatic successes, particularly in population health conditions where Tennessee fairs poorly.
- Implement a department-wide performance improvement initiative to review operational and clinical processes that improve effectiveness and efficiency through use of continuous improvement and LEAN approaches.
- Implement in-person administrative internal reviews, facilitated by the movement of support administrative services into the Cordell Hull Building to reduce time inefficiencies encountered in submission, receipt and expenditures of external grant support.
- Reassess and align patient care with other population health protection and promotion services to add value to existing services that are better reflective of the department’s mission and fiscal priorities.

INTRODUCTION

The Department of Health’s (TDH) Top to Bottom Review is examining opportunities for improved organization and efficacy within the offices, and strengthening interdepartmental relationships that are critically important to improving population health through performance excellence and continuous improvement. The department has many services, programs and plans that should be more efficiently coordinated into a single departmental vision. Internal discussions have uncovered opportunities that underscore the role of public health within the broader context of population health, and within the narrower context of health care. The department is a repository of large quantities of health data, information and expertise which should be used more effectively to target, plan and measure change in health status. The department’s overall goal of the Top to Bottom Review has been to align our departmental responsibilities and roles, our services and

methods of delivery, as well as our data and planning capabilities to better meet the unifying mission to protect, promote and improve the health and prosperity of persons in the State of Tennessee. We are broadly introducing use of quality improvement and process improvement methods to the central office and local health departments to engage department employees

with internal and external customers, stakeholders and suppliers. A new commissioner was appointed in late September 2011, and given the delayed start, the department is in the process of a more thorough Top to Bottom Review which will be available by June 30, 2012.